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MEMORANDUM FOR: Executive Director

SUBJECT : Manpower Utilization

1. In view of your interest in the implementation by the Agency of the Government-wide program sponsored by the President and the Bureau of the Budget for improved manpower control and utilization, this memorandum outlines for your information the background and results of two studies recently conducted by this Office with the objective of effecting economies in manpower utilization.

2. A study was made in 1962 to ascertain the feasibility of merging all or part of the operations of Fiscal and Finance Divisions for the purpose of achieving manpower savings or more effective operations. This study was made in two parts.

a. Early in 1962 a Committee was directed to explore the practicality of a merger of the two divisions with the understanding that separate records, accounts, and files would be required for vouchered and confidential funds. The study group also was directed to report on the method of consolidation in the light of space limitations in the Headquarters Building and the rather extensive space then available in the South Building. The Committee concluded that a merger of the two divisions would permit (a) manpower savings immediately of five or six supervisory and secretarial employees, with a further potential savings of two or three clerical positions, and (b) more effective use of personnel through increased flexibility in assignments. It recommended, however, against any such merger at this time because its implementation would result in some services of the Finance Division being moved outside the Headquarters Building. The following is an excerpt from the final paragraph of the Committee report:

"This Committee believes that a merger of the Fiscal and Finance Divisions is feasible and advisable, but not until both Divisions can be located in the Headquarters Building. In our opinion the loss of effectiveness in supporting the Operating Divisions and Offices would be greater than would be the gain if the C&TA Branch or the C&TA Branch and the Accounts Branch were moved out of the Headquarters Building in order to make the merger possible and to place them closer to the Automatic Data Processing Division. The expressions of the DD/P representatives relative to the value and the necessity of having the whole Office of the Comptroller and most particularly the entire Finance Division located in close proximity to the Operating Divisions and Offices confirmed our views."

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Based on the Committee's report, decision was made to defer merging until additional space for about 60 employees becomes available at the Headquarters Building.

b. The feasibility of consolidating allotment and accounting records for vouchered and confidential funds was then studied by another task group. This study group concluded that such consolidation, in the absence of a merger of the functions of the related branches of the Fiscal and Finance Divisions, would not provide for more efficiency.

3. Another proposal explored during the past year to accomplish manpower savings was the establishment of a central office at Headquarters for processing travel vouchers chargeable to confidential funds. In essence, this proposal would transfer to a new centrally located travel voucher processing branch responsibilities now performed partly in operating components and partly in the Finance Division of this Office. It would eliminate duplication in processing vouchers, expedite handling of vouchers, reduce delinquencies in advance accounts, provide centralized services, and reduce manpower requirements by an estimated five man-years based upon present workloads. Although I believe this proposal should be placed in effect, action to obtain concurrences of all affected components in its adoption has been deferred pending the identification of space sufficient to accommodate 13 employees contiguous or close to the Central Processing Branch of the Office of Personnel. The Deputy Director (Support) has concurred in this proposal and has requested the Director of Logistics to include in his planning requirement the space needed for this purpose.

4. This Office implements at every opportunity improved procedures for better utilization of manpower. Both of the proposals described above for accomplishing more effective use of manpower, however, are held currently in abeyance because of unavailability of adequate space to permit their implementation.

Comptroller

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